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10. PLEASE FURNISH QUOTATIONS TO THE ISSUING OFFICE IN BLOCK 5A ON OR BEFORE CLOSE OF BUSINESS (Date)  09/12/2006  IMPORTANT: This is a request for information, and quotations furnished are not offers. If you are unable to quote, please so indicate on this form and return it to the address in Block 5A. This request does not commit the Government to pay any costs incurred in the preparation of the submission of this quotation or to contract for supplies or services. Supplies are of domestic origin unless otherwise indicated by quoter. Any representations and/or certifications attached to this request for Quotations must be completed by the quoter.													
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# REPRESENTATIONS, CERTIFICATIONS, AND PROVISIONS

The following representation applies when the contract is to be performed inside the United States, its territories or possessions, Puerto Rico, the Trust Territory of the Pacific Islands, or the District of Columbia:

52.219-1 SMALL BUSINESS PROGRAM REPRESENTATIONS (Oct 2000)
(a) (1) The North American Industry Classification System (NAICS) code for this acquisition is 611430 (insert NAICS code).
(2) The small business size standard is (insert size standard).
(3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.
(b) Representations. (1) The offeror represents as part of its offer that it is, is not a small business concern.
(2) (Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.) The offeror represents, for general statistical purposes, that it is, is not, a small disadvantaged business concern as defined in 13 CFR 124.1002.
(3) (Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.) The offeror represents as part of its offer that it is, is, is not a women-owned small business concern.
(4) (Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.) The offeror represents as part of its offer that it is, is, is not a veteran-owned small business concern.
(5) (Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (b)(4) of this provision.) The offeror represents as part of its offer that it is is in it is not a service-disabled veteran-owned small business concern.
(c) Definitions. As used in this provision
"Service-disabled veteran-owned small business concern" (1) Means a small business concern (i) Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and (ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a veteran with permanent and severe disability, the spouse of permanent caregiver of such veteran.
(2) Service-disabled veteran means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(16).
"Small business concern", means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR Part 121 and the size standard in paragraph (a) of this provision.
"Veteran-owned small business concern" means a small business concern— (1) Not less than 51 percent of which is owned by one or more veterans(as defined at 38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and (2) The management and daily business operations of which are controlled by one or more veterans.
"Women-owned small business concern", means a small business concern (1) Which is at least 51 percent owned by one or more women or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women; and (2) Whose management and daily business operations are controlled by one or more women.
<ul> <li>(d) Notice.</li> <li>(1) If this solicitation is for supplies and has been set aside, in whole or in part, for small business concerns, then the clause in this solicitation providing notice of the set-aside contains restrictions on the source of the end items to be furnished.</li> <li>(2) Under 15 U.S.C. 645(d), any person who misrepresents a firm's status as a small, HUBZone small, small disadvantaged, or women-owned small business concern in order to obtain a contract to be awarded under the preference programs established pursuant to sections 8(a), 8(d), 9, or 15 of the Small Business Act or any other provision of Federal law that specifically references section 8(d) for a definition of program eligibility, shall</li> </ul>
<ul> <li>(i) Be punished by imposition of fine, imprisonment, or both;</li> <li>(ii) Be subject to administrative remedies, including suspension and debarment; and</li> <li>(iii) Be ineligible for participation in programs conducted under the authority of the Act.</li> <li>(End of provision)</li> </ul>

TAXPAYER IDENTIFICATION (FAR 52.204-3)(10/30/98)

(a) Definitions.

\*Common parent,\* as used in this provision, means that corporate entity that owns or controls an affiliated group of corporations that files its Federal income tax returns on a consolidated basis, and of which the offeror is a member.

# REPRESENTATIONS, CERTIFICATIONS, AND PROVISIONS

The following representation applies when the contract is to be performed inside the United States, its territories or possessions, Puerto Rico, the Trust Territory of the Pacific Islands, or the District of Columbia:

\*Taxpayer Identification Number (TIN),\* as used in this provision, means the number required by the Internal Revenue Service (IRS) to be used by the offeror in reporting income tax and other returns. The TIN may be either a Social Security Number or an Employer Identification Number.

- (b) All offerors must submit the information required in paragraphs (d) through (f) of this provision to comply with debt collection requirements of 31 U.S.C. 7701(c) and 3325(d), reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M, and implementing regulations issued by the IRS. If the resulting contract is subject to the payment reporting requirements described in Federal Acquisition Regulation (FAR) 4.904, the failure or refusal by the offeror to furnish the information may result in a 31 percent reduction of payments otherwise due under the contract.
- (c) The TIN may be used by the Government to collect and report on any delinquent amounts arising out of the offeror's relationship with the Government (31 U.S.C. 7701(c)(3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the offeror's TIN.

(u) Laxpayer Identification (various (vary).
[]TIN:
[] TIN has been applied for.
[] TIN is not required because:
[] Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;
[ ] Offeror is an agency or instrumentality of a foreign government;
[] Offeror is an agency or instrumentality of the Federal Government.
(e) Type of organization.
[ ] Sole proprietorship;
[ ] Partnership;
[] Corporate entity (not tax-exempt);
[] Corporate entity (tax-exempt);
[] Government entity (Federal, State, or local);
[] Foreign government;
[] International organization per 26 CFR 1.6049-4;
[] Other
(f) Common parent.
[] Offeror is not owned or controlled by a common parent as defined in paragraph (a) of this provision.
[] Name and TIN of common parent:
Name
TIN
·

(d) Taypayer Identification Number (TIN)

#### Additional Clause(s):

99-1

#### EP-S

### Compliance with Veterans Employment Reporting Requirements (OCT 98)

The following soliciation provision applies to Request for Quotes at \$25,000 or over.

- (a) The Offeror represents that, if it is subject to the reporting requirements of 38 U.S.C. 4212 (d) (i.e. the VETS-100 report required by the Federal Acquisition Regulation clause 52.222-37, Employment Reports on Disabled Veterans and Veterans of the Vietnam Era), it has [], has not [] submitted the most recent report required by 38 U.S.C. 4212 (d).
- (b) An Offeror who checks he "has not" may not be awarded a contract until the required reports are filed. (31 U.S.C. 1354)

#### **EPAAR**

# 1552.211-79 COMPLIANCE WITH EPA POLICIES FOR INFORMATION RESOURCES MANAGEMENT (OCT 00)

COMPLIANCE WITH EPA POLICIES FOR INFORMATION RESOURCES MANAGEMENT (OCT 2000)

- (a) Definition. Information Resources Management (IRM) is defined as any planning, budgeting, organizing, directing, training, promoting, controlling, and managing activities associated with the burden, collection, creation, use and dissemination of information. IRM includes both information itself, and the management of information and related resources such as personnel, equipment, funds, and technology. Examples of these services include but are not limited to the following:
- (1) The acquisition, creation, or modification of a computer program or automated data base for delivery to EPA or use by EPA or contractors operating EPA programs.
- (2) The analysis of requirements for, study of the feasibility of, evaluation of alternatives for, or design and development of a computer program or automated data base for use by EPA or contractors operating EPA programs.
- (3) Services that provide EPA personnel access to or use of computer or word processing equipment, software, or related services.
- (4) Services that provide EPA personnel access to or use of: Data communications; electronic messaging services or capabilities; electronic bulletin boards, or other forms of electronic information dissemination; electronic record-keeping; or any other automated information services.

#### **EPAAR**

## 1552.211-79 COMPLIANCE WITH EPA POLICIES FOR INFORMATION RESOURCES MANAGEMENT (II) (OCT 00)

- (b) General. The Contractor shall perform any IRM related work under this contract in accordance with the IRM policies, standards and procedures set forth in this clause and noted below. Upon receipt of a work request (i.e. delivery order or work assignment), the Contractor shall check this listing of directives (see paragraph (d) for electronic access). The applicable directives for performance of the work request are those in effect on the date of issuance of the work request.
- (1) IRM Policies, Standards and Procedures. The 2100 Series (2100-2199) of the Agencys Directive System contains the majority of the Agencys IRM policies, standards and procedures.
- (2) Groundwater Program IRM Requirement. A contractor performing any work related to collecting Groundwater data; or developing or enhancing data bases containing Groundwater quality data shall comply with EPA Order 7500.1A Minimum Set of Data Elements for Groundwater.

#### **EPAAR**

## 1552.211-79 COMPLIANCE WITH EPA POLICIES FOR INFORMATION RESOURCES MANAGEMENT (III) (OCT 00)

- (3) EPA Computing and Telecommunications Services. The EnterpriseTechnology Services Division (ETSD) Operational Directives Manual contains procedural information about the operation of the Agencys computing and telecommunications services. Contractors performing work for the Agencys National Computer Center or those who are developing systems which will be operating on the Agencys national platforms must comply with procedures established in the Manual. This document may be found at: http://www.epa.gov/docs/etsdop/.
- (c) Printed Documents. Documents listed in (b)(1) and (b)(2) may be obtained from:

U.S. Environmental Protection Agency
Office of Administration
Facilities Management and Services Division
Distribution Section
Mail Code: 3204
Ariel Rios Building
1200 Pennsylvania Avenue, N.W.
Washington, D.C. 20460
Phone: (202) 260-5797

(d) Electronic Access. A complete listing, including full text, of documents included in the 2100 Series of the Agencys Directive System is maintained on the EPA Public Access Server on the Internet at http://epa.gov/docs/irmpoli8/.

\*\*\*\*end of clause\*\*\*\*

#### **EPAAR**

### 1552.233-70 NOTICE OF FILING REQUIREMENTS FOR AGENCY PROTESTS (JUL 99)

Agency protests must be filed with the Contracting Officer in accordance with the requirements of FAR 33.103(d) and (e). Within 10 calendar days after receipt of an adverse Contracting Officer decision, the protester may submit a written request for an independent review by the Head of the Contracting Activity. This independent review is available only as an appeal of a Contracting Officer decision on a protest. Accordingly, as provided in 4 CFR 21.2(a)(3), any protest to the GAO must be filed within 10 days of knowledge of the initial adverse Agency action.

### SMALL BUSINESS PROGRAM REPRESENTATIONS (OCT 00) **FAR** 52.219-1 Small Business Program Representations (a)(1) The North American Industry Classification System (NAICS) code for [insert NAICS code]. this acquisition is [insert size standard]. (2) The small business size standard is (3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees. (b) Representations. (1) The offeror represents as part of its offer that it \* is. \* is not a small business concern. (2) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents, for general statistical purposes, that it \* is, is \* not, a small disadvantaged business concern as defined in 13 CFR 124.1002. (3) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents as part of its offer that it \* is, \* is not a women-owned small business concern. SMALL BUSINESS PROGRAM REPRESENTATIONS (II) (OCT 00) **FAR** 52.219-1 (4) [Complete only if the offeror represented itself as a small business concern in paragraph (b)(1) of this provision.] The offeror represents as part of its offer that it \* is, \* is not a veteran-owned small business concern. (5) [Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (b)(4) of this provision.] The offeror represents as part of its offer that it \* is, \* is not a service-disabled veteran-owned small business concern. (c) Definitions. As used in this provision-"Service-disabled veteran-owned small business concern"---(1) Means a small business concern--(i) Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled (ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran. NOTICE OF TOTAL SMALL BUSINESS SET-ASIDE (JUL 96) FAR NOTICE OF TOTAL SMALL BUSINESS SET-ASIDE (JUL 1996) (a) Definition. Small business concern, as used in this clause, means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the size standards in this solicitation. (b) General. (1) Offers are solicited only from small business concerns. Offers received from concerns that are not smallbusiness concerns shall be considered nonresponsive and will be rejected. (2) Any award resulting from this solicitation will be made to a small business concern. (c) Agreement. A small business concern submitting an offer in its ownname agrees to furnish, in performing the contract, only end items manufactured or produced by small business concerns in the United States. The term United States includes its territories and possessions, the Commonwealth of Puerto Rico, the trust territory of the Pacific Islands, and the District of Columbia. If this procurement is processed under simplified acquisition procedures and the total amount of this contract does not exceed \$25,000, a small business concern may furnish the product of any domestic firm. This paragraph does not apply in connection with construction or service contracts. (End of clause) Equal Opportunity (APR 84) FAR 52.222-26

FAR 52.232-1 Payments (APR 84)

FAR 52.232-18 Availability of Funds (APR 84)

Funds are not presently available for this contract. The Government's obligation under this contract is contingent upon the availability of appropriated funds from which payment for contract purposes can be made. No legal liability on the part of the Government for

any payment may arise until funds are made available to the Contracting Officer for this contract and until the Contractor receives notice of such availability, to be confirmed in writing by the Contracting Officer.

FAR	52.233-1	Disputes (MAR 94)
FAR	52.243-1	Changes - Fixed Price (AUG 87)
FAR	52,249-1	Termination for Convenience of the Government (Fixed Price) (Short Form) (APR 84)

# STATEMENT OF WORK FOR COACHING CONTRACT

TITLE: EPA Region 6 Coaching Contract for Supervisors/Managers and Team Leaders

### **PURPOSE AND BACKGROUND:**

In 1995, Environmental Protection Agency (EPA) Region 6 underwent a comprehensive reorganization in accordance with the federal governments streamlining and re-invention mandate. Subsequent to the completion of that initiative, the region has undertaken several major projects directed to restructuring the regions cultural work environment, consistent with the needs of our realigned functional organization. Those projects include:

- An extensive 360 survey process for all levels of management team.
- A series of Organizational Assessment through OPM
- An ongoing curriculum of training events and seminars on numerous performance skill areas such as leadership, teamwork, diversity, communications, career growth and personal development
- Pilot Executive Coaching program with Regional Senior Staff resulting in acknowledgment of needed change and support for continued efforts

### PROJECT DESCRIPTION

The coaching session(s) will include an analysis of the feedback results coupled with evaluative determination of the criticality of the information, discussion (or series of discussions) regarding the validity of perceptions and guidance on possible alternative behaviors. It will result in a specific action plan, which is to include an accountability measurement as well as a tracking mechanism. Ideally, it should also result in the personal development of the individual leadership skills to support EPA's mission in becoming a high performance organization.

All in-person sessions will be held at EPA Regional Office, 1445 Ross Ave, Dallas, Texas. Client and coach can make other arrangements if it is beneficial to the client to meet in an alternate location. All vendor performance agreements resulting from this statement of work shall be limited strictly to this project, with no assurance of continued participation. Vendor should review all provisions of Section D. Coaches Compensation, of this document.

### SCOPE OF WORK

EPA will utilize the multiple vendors for coaching services for Region 6 supervisors and managers. Coaches are needed for both individual and team coaching of EPA's Region 6 Staff. The Region 6 coaching project shall consist of the contractor helping the client identify strengths and weaknesses and areas for development. Create a written Action Plan with personal

development goals using a planning tool. Contractor will meet with stakeholders to solicit further feedback and share plans for personal changes to strengthen areas for development. Meet with immediate supervisor to share the Personal Goals and Action Plan and receive guidance and coaching on actions to be completed. Contractor shall meet with coach to discuss goals and actions and to keep on track. It is important to note that this process will have little value unless the supervisors are actively involved and provide the feedback and accountability. All activity in this Procurement shall end by September 30 2007 unless an option year is exercised before the expiration of the Performance Period. Coaching sessions will be conducted by in-person with EPA staff and with occasional meetings and conference calls with the Deputy Regional Administrator and Point of Contact (POC) if required. EPA reserves the right to assign additional staff and request additional coaches relative to this Procurement Request/Order. EPA reserves the option to have this Procurement Request extended

The Region 6 Coaching Program for developing and supervisory and team leading staff shall consist of the contractor developing implementation plans which provides the following deliverable products and their related criteria:

- 1. As Region 6 is diverse, the pool of coaches should also be diverse.
- 2. A face-to face meeting or by telephone conferencing
- 3. Coaching sessions is to:
  - Discover personal leadership characteristics through self-analysis coupled with feedback using any tool that can measure the results
  - Create a safe sounding board to: outline and test strategies to improve managerial/supervisory skills/abilities, analyze feedback results via possible perception/misperceptions
  - Encourage acceptance of different approaches to leadership and enable client to match leadership approaches to organizational need
  - Further the understanding of the leader-follower relationship with recognition of the strengths of shared leadership
  - Establish organizational structures to support continuation of the planned change
- 4. Through the coaching sessions, the client will identify/develop the following:
  - 1. One or two specific behavioral changes, which would lead to more effective personal leadership
  - 2. Guidelines for actively seeking staff/peer/boss participation in clients development efforts

- 3. Established criteria by which to facilitate meetings with those providing input into assessment tool (or 360 instrument) to discuss results -at minimal to thank them for their input and note action to be taken.
- 4. An Action Plan which includes accountability elements
- 5. A means of continual reinforcement of progress toward the sought change
- 5. Bi-monthly provide a status report to the EPA POC. The contractor and POC will mutually develop the format of this report.
- 6. Upon completion of contract, provide a written report regarding lessons learned and suggested options/alternatives to the POC.
- 7. Meet at least quarterly during the period of the contract with POC to evaluate the coaching services and make any necessary corrections/changes. Initial meeting will be within 45 days on contract initiation.

### A. The Fundamental Coaching Process

Coaches shall follow these basic tenets:

- 1. The coach/client working relationship is a mutually designed partnership alliance between each coach and client.
- 2. The initial core of coaching effort can include results of recent or past assessments or any feedback instrument. The individual client will provide these results to the coach. Clients may also provide other feedback measures, organizational assessment analysis, and discussions with friends, peers, subordinates and/or supervisors, or surveys, if desired.
- 3. As it is understood that co-active coaching may address the client's whole life, there are no restraints on the content of coach/client topic agendas. However, coaches are to advise the client of the available service through the Employee Assistance Program (EAP) if more in-depth discussions of specific personal areas are needed (see the following website for description of EAP services http://www.foh.dhhs.gov/Public/WhatWeDo/EAP/EAP.asp).
- 4. While the client sets the agenda; the coach makes sure it doesn't get lost. The coach assumes the client is naturally creative, resourceful, and whole, thus capable, through coaching, of finding his/her solutions to issues. The coach functions neither as trainer nor consultant, but as a facilitating partner, who challenges the client to analyze issues, make decisions, and take considered actions. The coach draws

commitment from the client and assists in establishing the method of tracking to ensure the client is held accountable for action.

## B. Coach/Client Assignments

- 1. Coaches will be selected from the multiple vendor list and the POC must be notified of the selection
- 2. EPA POC is responsible for final selection approval of all coaches.
- 3. EPA POC is responsible for project assessment with evaluative input from the contractor.
- 4. If the need arises, reassignment of coaches will be facilitated by the POC at the request of the client.

## C. Coaching Sessions

- 1. The implementation plan shall provide for coaching sessions in order to meet the objective noted. Given the varied and different skills and abilities of the clients, the number and/or type of discussions needed to meet the objectives outlined will vary by client. One client having been exposed to a variety of feedback instruments may need very little guidance on behavioral changes needed and may already have an established peer support group to assist in the implementation and evaluation of an action plan. Another may have no exposure and therefore need extensive guidance and coaching.
- 2. All sessions will be conducted in person unless requested otherwise by the client or POC.
- 3. Individual client/coach pairs will be responsible for session scheduling logistics.
- 4. Clients will be expected to provide a minimum of 48 hours two working days lead time when it is necessary to reschedule a session.
- 5. Client will provide appropriate meeting space for coaching sessions.

# D. Coaches Compensation

- 1. The bulk of the coaching sessions will be held at EPA Region 6 Headquarters (1445 Ross Ave, Dallas, TX 75202).
- 2. A selected coach may be assigned multiple clients.
- 3. Compensation will be via invoice, for services rendered. Monthly or quarterly invoicing is preferred. A no show may be billed at the full rate when clients fail to

make a reasonable effort to cancel/reschedule. No shows must be included in the invoice for the period in which the session was missed.

- 4. Clients will be required to pledge participation for at least one session, however EPA does not guarantee the participation of any client for a specific number of sessions. Coaches will be compensated only for the individual sessions completed and/or any validated no-shows.
- 5. EPA reserves the prerogative of discontinuing the services of any coach, without recourse, at any point during the project.

## E. Invoicing Procedure

- 1. Subsequent to each coaching session, clients must report the date and length of each session to the contract POC.
- 2. Monthly, coaches will bill EPA, on a separate invoice for each client, for the sessions executed with that client during the month. The invoice should indicate:
  - Client's name
  - Date of sessions
  - Length of sessions
  - Whether sessions were other than in-person
- 3. Coaches may bill "no-shows" at the full rate when clients fail to make a reasonable effort to cancel/reschedule. Invoiced "no-shows" will be reported to the POC.

# F. Confidentiality and Records Maintenance

- 1. Coaching session agenda topics and all session dialogue content are to be maintained in absolute confidence within the client/coach partnership unless authorized by the client in writing.
- 2. EPA will survey clients periodically regarding their general level of satisfaction with the program and their evaluation of their coach's performance. The POC will also conduct an initial assessment of the implementation plan after 45 days of contract start day and again within 45 days of the contract completion date.

# G. Timing of Coaching Project Deliverables

- EPA desires to begin coaching session under this program by September 30, 2006.
   The contract will terminate on September 30, 2008. No invoices will be honored for work received after the termination date of the project.
- 2. EPA will consider extending the coaching contract contingent upon evaluation of the initial effort and availability of required funding.

### H. PERIOD OF PERFORMANCE

October 1, 2006 - September 30, 2007 with two one year options.

## I. Criteria To Be Utilized in Coach Selection

- 1. Professional Coaching Certification or Experience in Coaching Executives/high ranking management officials;
- 2. Experience as a Government or non-government Executive and/or Manager;
- 3. Educational Background Degree in psychology or psychology and business;
- 4. References

### **Technical Evaluation**

1. Professional Coaching Certification (Maximum Points 20)

·			
Exceed Minimum Requirements certification & active prof membership Meet Minimum Requirements certification Below Minimum Requirements no certification			
<ol> <li>Experience in Coaching Executives/high ranking management officials (Maximum Points 40)</li> </ol>	\$		
Exceed Minimum Requirements 2+ yrs in various org/levels w/exec Meet Minimum Requirements2+ years experience w/mgrs Below Minimum Requirements less than 2 years	40 20 0		
<ol> <li>Experience as a Government or non-government Executive and/or Ma (Maximum Points 15)</li> </ol>	nager;		
Exceed Minimum Requirements 2+ years Executive and Manager Meet Minimum Requirements 2+ years Manager experience Below Minimum Requirements no experience	15 10 0		

3. Educational Background - Degree in psychology or psychology and business; (Maximum Points 15)

Exceed Minimum Requirements Masters/PhD in field	15
Meet Minimum Requirementsappropriate degree	10
Below Minimum Requirements degree in other field or less	0

4. References (Maximum Points 10)

Exceed Minimum Requirements glowing references	10
Meet Minimum Requirementspositive references	5
Below Minimum Requirements lacks references	0